First Quarterly Report to the Technology Services Board
J. Clark Kelso
State Chief Information Officer
March 29, 2006

I. Progress on State Information Technology Strategic Plan

a. Goal 1: Improve Public Access to Government
b. Goal 2: Implement Common Business Management Systems
c. Goal 3: Ensure Security and Privacy
d. Goal 4: Consolidation and Infrastructure Management
e. Goal 5: Strengthen Our Technology Workforce
f. Goal 6: Establish IT Governance Structure

II. Recognition Awards

III. Upcoming Events

I. Progress on State Information Technology Strategic Plan

a. Goal 1: Public Access to Government

Substantial progress is being made by the State Portal Steering Committee (*see* Appendix A for the steering committee's charter) in developing the overall framework for policy development in support of the next generation of the State's Internet presence, which is the service delivery channel of choice for the 21st century. The California Research Bureau has completed a first draft of its "California State Portal Framework" document that reviews the key policy and management issues that need to be resolved for the State to revive its investment in its portal and Internet presence. Meanwhile, the team working to develop our California Enterprise Architecture Program ("CEAP") (*see* Appendix B for CEAP's charter) has completed first drafts of a Service Oriented Architecture and California Service Center architecture, both of which are critical pieces to our Internet strategy. All of these documents are available on my website at www.cio.ca.gov.

Based on this progress, I have now drafted a new vision for the State's Internet presence called "California In-Touch." That vision may be briefly summarized as improving customer service so that it is Friendly, Respectful and Responsive through the federated development and maintenance of Internet "service centers" and departmental web pages and transactional functionalities built on a foundation of shared web services and a service oriented architecture. A draft statement of "California In-Touch" appears in Appendix C.

The next meeting of the State Portal Steering Committee is April 14, 2006, at which time I hope to see adoption of the California In-Touch document (as improved by edits suggested by the Committee and others) and adoption of a recommendation regarding State branding of the State's web pages and a framework for look-and-feel redesign. The Service Oriented Architecture and related architecture documents will be presented to the IT Council for approval at its April 21, 2006, meeting. I will then present the full set of recommendations to the Governor's Office for final review and possible action.

In parallel with the development of this broad vision and set of policy recommendations, quite a few departments are moving ahead with web redesign and portal projects. We are doing everything we can to keep all of these developments appropriately coordinated while not deliberately slowing anyone down in reinvesting in their Internet programs.

The Department of Technology Services is a big player in this overall initiative and will play a central role in hosting sites, delivering shared services and implementing the technical architecture. DTS has established its own Portal Redesign Project which is working feverishly to make some immediate improvements in the State's portal and to prepare for the upcoming onslaught of departmental web redesign and portal projects.

I am very optimistic right now that within the next year, we will see dramatic improvements in the State's Internet presence.

On another front, a nine-month effort by a cross-agency team has resulted in the creation of a Master Services Agreement for vendors of geographic information systems (GIS) software and related services. This MSA will make it much easier for departments to select and procure the foundational tools for bringing GIS solutions to life. Some of the most useful and dramatic presentations of government data involve GIS systems, and departments will now find those solutions more in reach.

b. Goal 2: Implement Common Business Management Systems

Steady progress may be reported in our efforts to implement common, enterprise-wide business management systems (e.g., budget, accounting, payroll, HR systems, procurement, asset management, and so on). The Controller's 21st Century Human Resources and Payroll Project remains on track. They have selected SAP as the solution and are in the final stages of selecting the integrator for the project. I am hopeful the project will begin implementation no later than May, 2006.

The Department of Water Resources, which is one of the few large departments to have a fully functioning enterprise resource planning (ERP) system, is making good progress on its SAP upgrade, a massive undertaking for a department that, as we all know, is now facing the pressures of implementing a declaration of emergency regarding California's levee system. DWR's experience with its ERP system is proving extraordinarily valuable to other departments which are just beginning their work in this area.

The Department of Finance is positioned to coordinate all of these developments and initiatives through the "Enterprise Process Advisory Council," chaired by Chief Deputy Director of Finance Vince Brown.

c. Goal 3: Ensure Security and Privacy

The Department of Finance's State Information Technology Security Program is working cooperatively with the Office of Privacy Protection and the IT Council's Security Committee to continue to develop statewide security policies and to provide security training to Information Security Officers and other state employees.

On November 14, 2005, the Department of Finance issued a budget letter (BL 05-32) dealing with encryption of data on portable devices. The new policy requires encryption (or, if encryption is not available, an equally effective security measure) to protect confidential, personal, and sensitive state data while stored on portable computing devices and portable electronic storage media. All departments are required to comply by March 14, 2006, or, in the alternative, to submit a request for an exemption to Finance along with a plan for achieving compliance.

The Department of Finance also posted on their IT security website a new document with Internet security tips, particularly focusing on the risks associated with downloading files and music file sharing.

On February 23, 2006, the second annual Governor's Summit on Identity Theft, "Teaming Up Against Identity Theft – A Summit on Solutions," was held at the Los Angeles Convention Center. The Summit was organized by the State and Consumer Services Agency, the Department of Consumer Affairs and the Office of Privacy Protection, with hosting provided by the California District Attorneys Association. Speakers included Governor Arnold Schwarzenegger, Secretary Rosario Marin, Director Charlene Zettel, District Attorney Jan Scully (Sacramento) and District Attorney Steve Cooley (Los Angeles). A keynote address was delivered by Ms. Deborah Platt Majoras, Chairperson of the Federal Trade Commission.

d. Goal 4: Consolidation and Infrastructure Management

Enormous progress has been made on Goal 4. As noted above, the California Enterprise Architecture Program is closing in on the first drafts of the State's first-ever enterprise architecture for the Executive Branch. An enterprise architecture is absolutely critical to maximizing the value from the State's investments in information technology.

The consolidation efforts at the Department of Technology Services are proceeding ahead of schedule, and it appears likely that DTS will be able to report very significant savings from consolidation activities. We will be hearing more details from Director Agarwal about these efforts, including reports on email consolidation, network consolidation and server consolidation. This has been a huge success story for State IT.

I have been working closely with the Employment Development Department to establish at EDD a demonstration project for the cost-effective, efficient use and modernization of their legacy applications and systems. This project, if successful, may be a useful model for other large departments to follow as all departments address the problems presented by their legacy sytems.

The news on IT procurements really could not be better. DGS's strategic sourcing program has been enormously successful for the State's IT purchasing. We have seen the following technology-related procurements under the Strategic Sourcing program:

- PCs and Laptops: Expected savings of $40 million over two years.
- Data Storage Devices: Expected savings of $50 million over three years.
- Wireless Phones and Walkie-Talkies: Expected savings of $20 million over two years.
- Photocopiers: Expected savings of $25 million over three years.
- Unix-based Servers: Expected savings of $4.5 million over three years.
- PC Servers: Expected savings of $9 million over two years.

These are very real and very substantial savings achieved simply by doing our procurement activity in a new and better way. We are now "mainstreaming" many of the lessons learned from the strategic sourcing initiative into our routine IT contracting. DGS's IT licensing program, for example, has made great strides in recent months, completing new Software Cooperative Agreements giving the State great pricing on Microsoft products through an enterprise license agreement negotiated by the County of Riverside. DGS also worked with DTS and FTB to achieve substantial savings in a joint licensing agreement with Computer Associates. These are all good examples of how the State has stepped up to the special challenges of IT acquisitions.

e. Goal 5: Strengthen Our Technology Workforce

We are making quite substantial progress forward with planning to strengthen the State's information technology workforce. IT faces the same crisis in upcoming retirements as other areas face in the public sector. Our challenge is compounded by the fact that the classifications and testing methodologies used by the State are not well aligned with the information technologies of the 21st century (which tend to be more web- and server-based). To address this problem, we are pursuing a four-pronged strategy:

- Modernize the classification and testing systems for the IT workforce;
- Engage in succession planning at a departmental and statewide level for IT;
- Promote workforce training programs; and,
- Reenergize IT recruitment efforts.

Modernization of the classification and testing system requires the collaborative efforts of the State CIO, DPA, SPB and the primary union representing IT workers, SEIU. I am pleased to report that we are all working well together on this project. Successful completion of the project involves passage of legislation and implementation of a new testing technology by SPB. We have established an

executive-level steering committee to oversee project progress, and substantial planning has already occurred. We hope for a January 2007 implementation date.

Succession planning activities are well underway. DPA recently released its workforce planning model for State departments, and we have posted a complete succession plan for EDD on the State CIO website as a model for other departments. The Information Technology Managers' Academy has adopted a portion of statewide succession planning for its class project this year.

Planning for both workforce training and recruitment is being undertaken by the IT Council's very active Human Resources Committee.

f. Establish IT Governance Structure

Planning to propose a new, comprehensive governance structure for the State's information technology program continues under the leadership of an under-secretaries committee being led by the Under-Secretary of the State and Consumer Services Agency. The planning is proceeding under the assumption that a new structure would be built into the Governor's 2007-2008 budget.

II. Recognition Awards

The following departments, projects and CIOs received recognition at the December 2005 "Best of California 2005" event and the February 2006 "CIO Academy Awards" program, both organized for us by Government Technology:

- 2005 Top 25 Doers, Dreamers and Drivers: PK Agarwal, Director of Department of Technology Services, for his work on IT consolidation.

- 2005 Top 25 Doers, Dreamers and Drivers: Terese Butler, Project Director, California Strategic Sourcing Initiative, Department of General Services.

- 2005 Top 25 Doers, Dreamers and Drivers: Steve Westly, State Controller.

- Demonstrated Excellence in Project Delivery: Terese Butler, Project Director, California Strategic Sourcing Initiative, Department of General Services.

- Demonstrated Excellence in Project Delivery: John Hamlin, Manager, Enterprise Technology Applications, Board of Equalization.

- Demonstrated Excellence in Project Delivery: Laboratory Information Management Systems (LIMS) Project Team, John Williamson, Chief, Office of Informatics and Surveillance, Chris Cruz, Project Manager, California Department of Health Services.

- Best Application Serving Department / Agency Business Needs: Screening Information System, Department of Health Services (Christy Quinlan, CIO, Department of Health Services; Catherine Camacho, Deputy Director for Primary Care and Family Health, Department of Health Services).

- Best Application Serving Department / Agency Business Needs: eBudget Application for Enhanced Governor's Budget preparation and Presentation, Department of Finance (Randy Baker, Program Budget Manager, Department of Finance, Wyatt Dietrich, Consultant, Natoma Technologies).

- Best Application Serving the Public: Megan's Law Internet Web Site, Department of Justice (Mike Broderick, Assistant Chief, Bureau of Criminal Information and Analysis, Department of Justice; Debra Ramsey, Department of Justice).

- Best Sustainable Value: High-Tech Crime Resource CD-ROM, Department of Justice (Robert Morgester, Deputy Attorney General).

- Best Sustainable Value: Integrated Nonfiler Compliance (INC) System Application, Franchise Tax Board (Frank Lanza, Director of the Filing Compliance Bureau, Franchise Tax Board).

- Golden Anniversary Big Iron Award: Wage Record System, Employment Development Department (Dale Jablonsky, Deputy Director of Information Technology Branch; Mark Muzyka, Application Services Division Chief).

- CIO Academy Award for Organizational Collaboration: Associate Programmer Analyst Exam Team.

- CIO Academy Award for Outstanding Customer Service: Davood Ghods, CIO, Department of Consumer Affairs.

- CIO Academy Leadership Award: Caroline Cabias, Project Leader, MAP-IT, Board of Equalization.

- CIO Academy Communication Award: Ben Williams, CIO, Department of Water Resources.

- CIO Academy Director's Award: Dale Jablonsky, Deputy Director of Information Technology Branch, Employment Development Department.

During March 2006, I have been soliciting nominations for models or case studies for e-Services investment including;

a. A project focused on the delivery of services to citizens (such as licensing, or call enter services, or recreation and visitor information, or consumer protection).

b. A project focused on delivery of services to businesses (such as licensing, or workers compensation, or electronic payment and filing).

c. A project focused on services that integrate intergovernmental programs (such as self-service eligibility determinations, or online grants processing, or social services benefits delivery).

d. A project focused on delivery of services internal to state operations (such as online travel and human resources transactions, or data sharing between state agencies).

e. A project focused on reorganization of information on departmental web pages.

The awards listed above clearly indicate that we have much to be proud of within the State's IT program.

III. Upcoming Conferences and Events

The annual Government Technology Conference (GTC West 2006) is scheduled for May 15-19, 2006, at the Sacramento Convention Center. Information on the conference is available at http://www.govtech.net/gtc/index.php/GTCWest2006. Confirmed keynote speakers for GTC West 2006 include Coach Ken Carter (coach, author, educator and inspiration for the film Coach Carter) and Astronaut Rick Searfoss (commander of NASA's most complex science research mission). I

encourage attendance by both business executives and information technology leaders and staff.

Appendix A

State Portal Steering Committee Charter

	**State Portal Steering Committee Charter**

Charter Date	As Amended March 8, 2006 (originally approved July 8, 2005)

Executive Sponsor	J. Clark Kelso, *State Chief Information Officer*

State Portal Steering Committee	The State Chief Information Officer has convened a "State Portal Steering Committee" which shall consist of the following persons: ▪ J. Clark Kelso, *State Chief Information Officer, Chairperson;* ▪ Nick Smith, Deputy State Controller, State Controller's Office; ▪ Wayne Strumpfer, Acting Commissioner, Department of Corporations; ▪ Floyd Shimomura, Executive Director, State Personnel Board; ▪ Bill Avritt, Chief Deputy, Department of Personnel Administration; ▪ Ken Miyao, Chief Deputy Director, Department of Motor Vehicles; ▪ Pat Henning, Director, Department of Employment Development; ▪ Karen Johnson, Deputy Director of Administration, Board of Equalization; ▪ Jerri Dale, Chief, Customer & Taxpayer Services Division, Board of Equalization; ▪ Selvi Stanislaus, Executive Officer, Franchise Tax Board; ▪ Charlene Zettel, Director, Department of Consumer Affairs; ▪ John Rea, Acting Director, Department of Industrial Relations; ▪ David M. Carlisle, M.D., Ph.D., Director, Office of Statewide Health Planning and Development; ▪ PK Agarwal, Director, Department of Technology Services; ▪ Gary Clarke, Chief Information Officer, State Bar of California; ▪ John Jewell, Head Librarian, California State Library;

Background	Goal 1 of the 2005 update to the California State Information Technology Strategic Plan ("Strategic Plan") is to "Make Government Services More Accessible to Citizens and State Clients. The State will complete a customer-focused, technology-enabled transformation in service delivery to improve the accessibility, value and cost-effectiveness of services, benefits and information provided to the public, businesses, other government agencies and state employees." Government transformation requires examination of business processes and integration of efforts across organizational boundaries. A new state portal with expanded web services – "California In-Touch" – will provide the architecture and

	technology platform to enable this transformation. According to Objective 4 of Goal 1 of the Strategic Plan, "The California Portal Steering Committee will guide development of a new infrastructure to support the State's presence on the Internet including: (a) identification and design of shared services; (b) definition of the technical architecture and governance process; (c) identification of additional projects to leverage shared resources; and (d) by July 2006, approval of the first architecture for the State's Internet infrastructure."

Purpose	In support of Goal 1 and Objective 4 of Goal 1 of the Strategic Plan, the State Chief Information Officer has convened the State Portal Steering Committee to guide development of a new state portal, migration from the existing portal to the new portal, and to identify and prioritize portal services, and to ensure that portal projects undertaken by selected state agencies result in the development of a sustainable statewide portal for use by other public agencies.

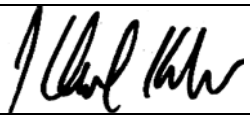
Organization and Structure	A. The State Chief Information Officer will serve as the Chairperson of the Committee. B. The Committee shall meet as often as it deems necessary, but not less than once each month. The Chairperson may call special meetings of the Committee as the Chairperson deems necessary. C. A quorum shall consist of eight members of the Committee. All decisions of the Committee shall be made by a majority vote of the voting membership of the full Committee. D. The Committee may appoint a committee of one or more of its members to perform any act within the power of the Committee itself to perform.

Authority and Account-ability	A. The Committee is the guiding body for development of a state portal. B. The State CIO will identify one or more state agencies to lead the development and implementation of a sustainable portal project or projects for the State. The responsibility for that project or projects will lie with the selected state agency or agencies. The Steering Committee will *not* function as an oversight body for that project or projects. Instead, the Steering Committee will provide guidance to the selected state agency or agencies on the requirements for developing a sustainable statewide portal for use by other public agencies.

General Duties	A. The Executive Sponsor will ensure sustained executive support for successful development of one or more portal projects. B. The Committee Chairperson will oversee Committee activities to ensure

	informed, balanced and expeditious Committee decisions. The Committee Chairperson will facilitate final arbitration on issues that cannot be resolved by the Committee.

Charter Modifications	This charter is to remain in effect until modified and approved by the Executive Sponsor.

Charter Approvals			
	J. Clark Kelso, State *Chief Information Officer*		Date
			March 8, 2006

Appendix B.

California Enterprise Architecture Program Charter

Project Charter

Final, Version 1.0
October 24, 2005

OVERVIEW

Program Background:

In 2004, the State Chief Information Officer (State CIO) and the Information Technology Council (IT Council) developed an Information Technology (IT) Strategic Plan[1] that recognized California has many challenges ahead in maintaining its existing IT assets, and developing new IT systems that provide direct benefit to the citizens of California. Without a comprehensive plan (like that in which Enterprise Architecture provides) the state is destined to continue with its existing "ad-hoc architecture"; an architecture that is created on the fly and without a design that takes into consideration the "Enterprise" as a whole and its business driven interconnectedness.

The Enterprise Architecture and Standards Committee, in April 2005, provided the IT Council and State CIO with the California Enterprise Architecture Framework. This framework offers a documented and repeatable process to initiate, implement, and sustain an enterprise architecture program for California. The framework's strategy utilizes a segment approach that promotes the incremental development of architecture products while continuing to update and enhance the California Enterprise Architecture framework. This segment approach focuses on major business areas and provides quick value while gaining support for the longer-term architecture product development process. Specific segments have already been identified, they are: California Web Center, Service Oriented Architecture (SOA) and Web Services, Identity Authentication and Privacy, Business Management Systems and Geospatial Information Systems.

The California Enterprise Architecture Program (CEAP) was established in 2005 by the State CIO. CEAP is charged with developing a comprehensive, Enterprise Architecture for the State of California. The Federal Government, most states, and private industry have recognized the need to establish enterprise architecture as a foundation to good IT implementation, governance, and a means by which to achieve the business goals of well run organizations. The CEAP will be implemented in a phased approach, with Phase 1 focusing on the management of the Enterprise Architecture processes and coordination of the Domain Architecture Teams and focus groups working on complimentary efforts within each identified segment.

[1] IT Strategic Plan (http://cio.ca.gov/PDFs/ITStrategicPlan_111704.pdf)

Purpose:

To begin establishing and using the California EA framework, the CEAP was established with a Chief Architect, and a full-time (limited-term) staff appointed. The purpose of the CEAP is to begin development of the Enterprise Architecture through the development of segment architectures and a plan for the long-range initiation of EA for California. In addition, and more specifically the CEAP will:

- By May 2006, develop the segment architectures of SOA, Identity Authentication and Privacy, Business Management Systems, California Web Center, and GIS (Geographic Information Systems).
- Develop a guide and recommendations for the on-going structure for Enterprise Architecture for the state.
- Recommend a governance structure that uses the Enterprise Architecture for IT solution evaluation and development.
- Develop the enterprise architecture collaboratively with California government agencies to assure the greatest possible value and input from stakeholders.
- Develop a process to monitor and update the enterprise architecture framework to ensure it remains up-to-date and continues to guide development of cost-effective solutions and common services.

Achieving the CEAP's objectives will support the State IT Strategic Plan and contribute to the State IT community as a whole, as well as meeting the needs of California citizens.

Benefits:

CEAP Program Benefits:

- Lowering IT development costs at the enterprise level by encouraging interoperability, leveraging and reuse of existing common applications.
- Improved security, reliability and performance on the State's IT solutions.
- Development and adoption of statewide enterprise architecture.
- Implementation of statewide technology standards in support of enterprise data sharing and statewide systems interoperability.
- Adoption of information technology standards.
- Development of a framework for re-use of IT components and infrastructure.
- Improve budget allocation and performance management, cross-agency collaboration, information sharing and e-government solutions.

CA Citizen Benefits:

- Make e-government self-help services more accessible to citizens and state clients.

Local, State and Federal Government Benefits:

- Common e-government business processes that facilitate interoperability and encourage data sharing.

Problem/Opportunity Statement:

The pressure on California State Government from reduced state revenues coupled with increased public demands for services has never been greater. These drivers are enforcing the state to be more efficient, cost effective, convenient and accessible to the citizens it serves. It is hard to imagine any significant statewide initiative that could achieve such a transformation in service delivery and state operations without technology as a major component.

Many of our service delivery systems are outdated and inconvenient, internal business systems are antiquated and fragmented, and statewide planning for technology is ineffective. Our technology programs operate with an agency focus and for the convenience of government rather than with an enterprise focus and for the convenience of citizens, resulting in duplication, waste and inconsistent results. Our heavy reliance non-standardized technology architectures does not make good use of our limited dollars and human resources. This situation exposes the state to higher overall operational costs and increased vulnerabilities to security threats and architecture breakdowns.

Program Objective(s):

- To create and maintain the California Enterprise Architecture Framework.
- To develop Enterprise Architecture Principles.
- To develop and maintain the enterprise architecture work plan.
- To charter, sponsor and facilitate the work of the Architecture Domain Teams, including coordination between the teams.
- To develop, review and present architecture policy and deliverables.
- To provide education and guidance on enterprise architecture.
- To create and update the domain architecture products and services through the domain teams.

Program Stakeholders:

- Clark Kelso, State CIO (Program Sponsor)

- IT Council
- Enterprise Architecture and Standards Committee
- Enterprise Architecture Review Board
- State Government and Local Government Agencies
- California State Citizens

BUSINESS OBJECTIVES

Scope:

According to the California IT Strategic Plan (http://cio.ca.gov/StrategicPlan.html) the initial scope of the CEAP is:

> Pursuant to the California Enterprise Architecture Framework, the state will adopt a statewide Enterprise Architecture to support business-driven, service-oriented IT solutions that facilitate the implementation of statewide technology standards in support of enterprise data sharing and statewide systems interoperability.
>
> The State will adopt and implement the California Enterprise Architecture as a foundation to support the business driven implementation of Information Technology across the enterprise. Enterprise Architecture provides the foundation for which several of the other goals of the IT Strategic Plan may be delivered.
>
> Actions:
>
> 1. There will be a Chief Enterprise Architect who reports to the State CIO with responsibility for developing, maintaining, marketing and publishing the State of California Enterprise Architecture. The Chief Architect will collaborate with the Director of E-Services, the State Geospatial Information Officer (GIO), the State Information Security Officer (SISO), the Office of Technology Oversight and Security (OTROS), the State Privacy Officer, the Agency Information Officers (AIO's) and CIO's. The Chief Architect is also responsible for and leads the California Enterprise Architecture Program (CEAP).
>
> 2. By May 2006, the California Enterprise Architecture Program (CEAP), using the California Enterprise Architecture Framework adopted by the IT Council in 2005, will develop the following Enterprise Architecture deliverables using the segment and domain approach:
>
> a. California State Portal (California Web Center)
> b. Business Management Systems (BMS)
> c. Identity, Authentication and Privacy (IAP)

d. Geospatial Information Systems (GIS)
e. Service Oriented Architecture (SOA)

3. By May 2006, the CEAP will develop a plan for the strategic development and ongoing maintenance of the following Enterprise Architecture domain deliverables:

a. Business – Business Reference Model (BRM)
b. Data – Data Reference Model (DRM)
c. Application – Service Component Reference Model (SRM)
d. Technology – Technology Reference Model (TRM)

4. By October 2006, the CEAP, working under the general guidance of the IT Council's Enterprise Architecture Committee, will develop the California Technology Standards Process and begin to document and publish the standards for the State of California Enterprise Architecture.

Program Characteristics

Assumptions/Constraints:

- Baseline scope as identified and accepted by the program sponsors will be maintained as the primary objective.
- Phase I will be completed by April 30, 2006

Risks/Issues:

- CEAP member participation and availability may affect ability to complete all deliverables.
- Scope change may affect completion of deliverables.
- Fixed program end date may affect ability to complete all deliverables.
- Business drivers may change and grow in complexity.

Dependent Projects:

- IT Strategic Plan
- State Portal Workgroup

Successful Completion Criteria:

- **Sponsorship:** Partner with the IT Council, Enterprise Architecture and Standards Committee, business and government entities to provide needed standards, guidelines and framework for California

enterprise business.

- **CA Framework:** Each of the selected segments will provide a framework document detailing the current environment, future environment and recommended steps to help CA move forward.

- **Completed Focus Group Meetings:** Each segment will collaborate with stakeholders. Focus group meetings will be held and input will be incorporated into each segment's deliverables.

- **User Guides:** CEAP will develop useful guides to assist all stakeholders (local, state, citizen and business partners) in the implementation of Enterprise Architecture in their business functions and to ensure successful implementation of Enterprise Architecture in California.

Program Resources:

Staff Name:	***From Supporting Agency / Department:***
Larry Baltezore	State Controllers Office
Steve Clemons	Franchise Tax Board
Skip Close	Department of Transportation
Cheryl Dobbins	California Student Aid Commission
Princedar Harvey	Franchise Tax Board
Richard Keene	Office of Systems Integration
Richard Lehman	Department of Motor Vehicles
Lee Macklin	Department of Technology Services
Joanne McNabb	Department of Consumer Affairs
Claudina Nevis	State CIO Office

Program Approval

Milestone or Deliverable:	Date Approved:	Approved By:
CEAP Mission / Vision statements		
Program Schedule and Program Charter		
CEAP Principles		
CEAP Business Requirements		
Segment Architecture Frameworks		
Segment Architecture User Guides		
Continual Framework Proposal		

Appendix C.

Draft “California In-Touch” Vision Statement

Government Services on the Web:
California In-Touch

J. Clark Kelso
State Chief Information Officer
March 10, 2006

DRAFT – DRAFT -- DRAFT

Vision Statement

The California State Information Technology Strategic Plan (November 2005) calls for the State to "make government services more accessible to citizens and state clients" by completing a "customer-focused, technology-enabled transformation in service delivery to improve the accessibility, value and cost-effectiveness of services, benefits and information provided to the public, businesses, other government agencies and state employees." (The full plan is available on the State CIO's website at www.cio.ca.gov.)

A key component of this multi-channel transformation involves a complete overhaul, and subsequent continuous renewal, of the State's presence on the Internet. For consumers and businesses alike, the Internet is fast becoming the delivery channel of preference for the 21st century.

Generally, consumers and businesses have infrequent, but often mandatory and nearly always repetitive, contacts with government agencies. Transactions such as filing taxes, registering vehicles, securing licenses, appearing for jury service, and making legal, business and commercial filings come to mind as examples of the most typical governmental contacts.

Government must do everything it can to improve the quality of these brief interactions or touch-points with California's consumers and businesses. We must adopt and fully implement a customer-service revolution, shedding the traditional image of government as large, unfriendly, bureaucratic and self-centered, and replacing that image with a new customer-service model: "California In-Touch."

California In-Touch will be characterized by service delivery that is

- **Friendly:** Designed for enjoyable ease of use by all customers, regardless of disability, based on customer-focused user testing;

- **Respectful:** Fully protects user privacy and security;

- **Responsive:** Provides complete access to relevant information and empowers the consumer efficiently to complete all transactions online at the convenience of the consumer.

This is how California government must be "In-Touch" with our citizens, businesses and other customers in the 21st century.

Governance

The size and complexity of California government, and the great diversity of interests that it serves, make it virtually impossible to conceive of the State's presence on the Internet being managed by a single department or entity. Instead, the State must adopt a "federated" governance and management approach to the development and maintenance of the State's Internet presence.

Moreover, as a matter of best practice, the State's Internet presence should be developed and maintained by staff who are closest to the programs that own the information to be presented on the web or that have regulatory responsibility for transactions to be processed on the web. This ensures that those who are most knowledgeable about a program, and those who have the most direct accountability for program performance, will be fully engaged in developing and maintaining the Internet delivery channel.

However, we cannot simply devolve all Internet development to the departmental and program level. That has been the approach taken over most of the first ten years of California's Internet development, and the result is a proliferation of "stove-piped" web pages that are anything but customer-friendly and, instead of being customer-centric, are department-centric. Tax information and transactions are spread around three or four different departments. Information and transactions for businesses are spread around many different web pages managed by different departments. Even within departments, Internet pages and services are stove-piped in their development and maintenance.

This confused situation can be remedied by building "California Service Centers" that are easy to use and provide customer-oriented access to State information and services on a functional or audience / user-type basis. For example, instead of accessing separate websites managed by the Board of Equalization, Franchise Tax Board and Employment Development Department, users should be able to access a "California Taxes Service Center" that ties together all State information about tax filings (and also has links to similar federal and local government sites). One can readily imagine a series of these subject matter specific and customer-oriented service centers, along with sub-service centers as appropriate. By way of preliminary example, we might develop the following:

- Taxes Service Center
- Health Service Center
- Education Service Center
- Employment Service Center
- Resources and Environment Service Center
- Homeland Security and Emergency Services Center
- Justice Service Center
- Legislative Service Center
- Business Service Center
- Citizen Service Center
- Family Service Center
- Government Service Center

The State's home page (www.ca.gov) will be the "California Service Center" – the master service center for all of State government. It will contain links to all of the other services centers, as well as quick links to the most frequently requested web pages and online transactional services (e.g., vehicle registration, tax filing, park reservations, and so on).

Because these service centers plainly bridge traditional organizational boundaries, it will be necessary to establish special "ownership" responsibilities for the development and maintenance of these service centers. In some cases, a few relevant departments can simply agree jointly to develop and maintain the service center. For example, the Board of Equalization, Franchise Tax Board and Employment Development Department have agreed amongst themselves to develop a Taxes Service Center consistent with the approach outlined in this document (a first-generation of the Taxes Service Center appears at www.taxes.ca.gov and

these departments have already agreed to update that site). In other cases, a single department or agency may be assigned primary responsibility for developing and maintaining a service center (e.g., the Health and Human Services Agency or the Department of Health Services can be assigned responsibility for the Health Service Center), but even here, cross-agency development is probably required (e.g., the Department of Managed Health Care is within the Business, Transportation and Housing Agency).

Finally, to set appropriate statewide policies and to coordinate the overall development and maintenance of the State's Internet presence, the State must establish a Director of e-Services position with the responsibility for providing strong statewide leadership for the review of business processes that lend themselves to e-government applications and for the exploration and implementation of technologies to improve service delivery. The Director of e-Services will need to collaborate across all of the Executive Branch, with all Cabinet Secretaries, department directors, the Departments of Finance and General Services, and other state agencies to facilitate process reengineering and the application of enabling technologies.

Implementation

Service Oriented Architecture

While most development and management of content and services should occur at the departmental and program level, there are a number of business functions and technical applications that are common to most agencies where there are significant benefits to be achieved from reusing already or yet to be developed technologies and applications. To promote a reuse strategy, the State must adopt a statewide Service Oriented Architecture, which will set statewide standards for development and reuse of technical solutions.

Significant work has already been undertaken to develop a Service Oriented Architecture ("SOA"). A draft SOA has been posted on the State CIO's website for public vetting and comment (click on "Enterprise Architecture" on www.cio.ca.gov). The SOA will be reviewed for possible approval by the State Portal Steering Committee and the IT Council ("ITC") at their April 2006 meetings. If adopted by these two groups, the SOA will then be submitted to the Governor's Office for final review.

Shared Services

The SOA is only the first step in implementing a federated Internet presence. The second key step is implementation of shared services built on the SOA foundation. In a shared services environment, a few individual departments are assigned responsibility for developing and maintaining one or more of the shared services and making sure that those services actually serve the needs of all other departments (the actual provisioning of those services – i.e., how they will be made available technically and pursuant to what business model – are issues that have yet to be resolved). A shared services architecture can function effectively and smoothly only if there is a general State web enterprise architecture that defines at a high level how individual departmental web sites can interoperate with the shared services.

As of this date, we are preliminarily discussed the following shared services assignments:

- Identity Management & Authentication for Citizens: DMV Portal Project
- Identity Management & Authentication for State Employees: DMV Portal Project (in close consultation with SCO's 21st Century Project)
- Payment Processes: DMV Portal Project or Taxes Service Center project (in consultation with DGS and the Controller)
- Search Engine: DTS Portal Project
- Default Hosting: DTS Portal Project
- "Real Simple Syndication" (RSS): DTS Portal Project

This list will be expanded as individual projects are identified where one or more components of the project qualify for shared services treatment. It should be noted that the shared services architecture may also be used for certain types of functions that, while not common across all of government, are sufficiently common so that a shared services implementation would be advantageous (e.g., licensing functions and transactions which perhaps a dozen or so departments must perform).

Internet Development Process

In order to streamline the development process, the Department of Finance will give priority and extra weight in the review and approval process to Internet development projects satisfying the following criteria:

- Adherence to the California In-Touch service delivery model (Friendly, Respectful, and Responsive).

- Adherence to open standards and standards adopted in California's Enterprise Architecture.

- Adherence to the most recent version of the State's Service Oriented Architecture.

- Utilization of available shared services which have been approved by the Director of e-Services.

- When assigned responsibility for developing and maintaining a shared service, commitment fully to engage all departmental stakeholders who are likely to have an interest in using the shared service.

Creation of Sub-Committees

Action Required

Creation of Audit Sub-Committee and Services Sub-Committee.

With the full TSB meeting only quarterly, and issues arising between Board meetings that require some degree of policy guidance, it may be time to establish one or more sub-committees of the Board which would be given authority to act on certain matters, and then report to the Board, as appropriate. The following two sub-committees are proposed to be immediately established:

Audit Sub-Committee

Government Code section 11537(a) provides as follows: “The board shall engage an independent firm of certified public accountants to conduct an annual financial audit of all accounts and transactions of the department. The audit shall be conducted in accordance with Generally Accepted Government Auditing Standards. The audited financial statements shall be presented to the board, the Governor, and the Legislature not more than 120 days after the close of the fiscal year.”

The board would benefit by having an Audit Sub-Committee that could provide the necessary oversight for conducting this annual financial audit.

In addition, Government Code section 11537(b) provides as follows: “The board may arrange for other audits as are necessary or prudent to ensure proper oversight and management of the department.” The Audit Sub-Committee would also have the capacity to conduct any additional audits pursuant to this provision.

The Audit Sub-Committee would be responsible for providing reports to the Board regarding any completed audits.

Services Sub-Committee

One of my goals in establishing the Department of Technology Services was to transform the data centers into the service provider of choice for common IT services used by State agencies. There is a chicken-and-egg problem in developing services. There are some services – e.g., management of e-mail infrastructure – where many departments have already provided for themselves but, as a matter of best practices,

the State would be better off having those services provided by DTS. In other cases, DTS would benefit by a “reality check” of whether certain services actually are in demand. Finally, there are going to be policy issues that may require discussion regarding rates and terms for services, either new or existing services.

A Services Sub-Committee would permit these discussions to occur more frequently throughout the year and for appropriate policies to be developed in a timely manner.